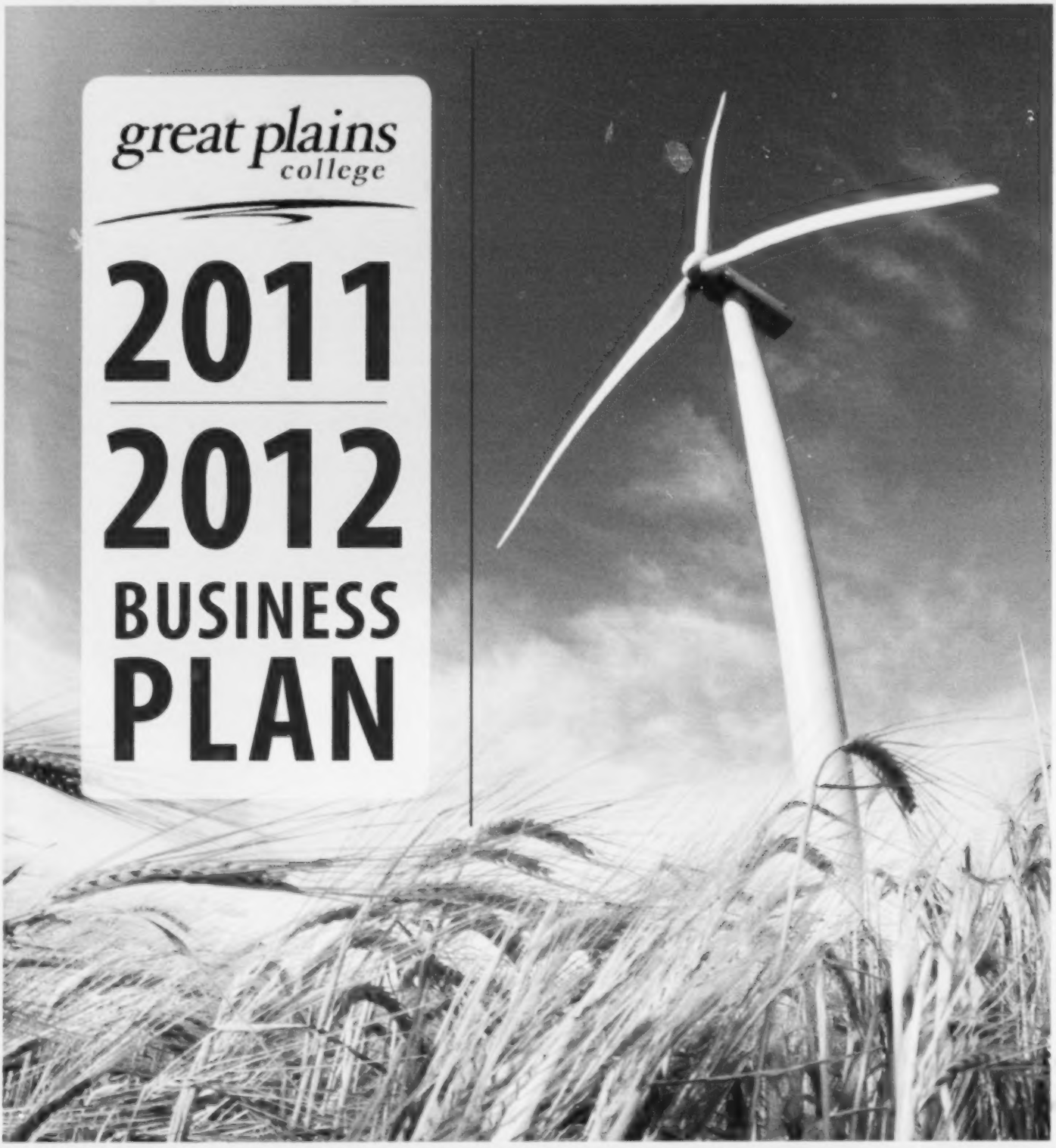
great plains college

2011 2012 BUSINESS PLAN



Education with ENERGY

great plains college

Business Plan

2011/12

Submitted
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Table of Contents

1) About Great Plains College
2) Executive Summary
    Program and Service Overview
    Financial Overview
3) Planning Context
    Labour Market Requirements
    Key Issues
    Key Opportunities
4) Operational Plan
    Key Goals, Objectives and Actions
5) Program and Service Plan
    Program Plan
    System Wide Performance Indicators
    Program Array/Analysis
    Service Plan
    TEL Services Plan
6) Human Resources
7) Information Technology Plan
8) Facilities and Capital Plan
9) Financial Plan

Appendix A - Projected Business Plan Financials
- Statement of Financial Position
- Statement of Operations
- Statement of Changes in Net Assets
- Statement of Cash Flows
- Schedule of Operating Fund Revenues by Function
- Schedule of Operating Fund Expenses by Function
- Schedule of Operating Fund Expenses
- Schedule of Advanced Education, Employment & Labour
- Projected Capital Schedule

Appendix B-
-Definitions

Appendix C-Programs
- Skills Training
- Adult Basic Education

History and Region

Great Plains College was created through a merger of Prairie West College and Cypress Hills College and came into existence on July 1, 2008. The college's region includes more than 100,000 square kilometers and 115,000 people, encompassing the area bordered by the U.S. border to the south, the Alberta border to the west, a northern border including the community of Macklin and the greater Saskatoon area and a final border east of communities including Hanley, Outlook, Elbow, Central Butte, Caronport, Gravelbourg and Lafleche. Oil and gas production and agriculture are key economic activities in the region.

Mission

To enhance economic prosperity and the quality of life of residents of western Saskatchewan through education and training.

Vision

Great Plains College plays a leadership role in the economic and social development of western Saskatchewan. As part of an integrated post-secondary education system, it is a provincial leader in energy sector training. Responsive to learners, employers, and communities, Great Plains College brings unbridled energy to labour market development and student achievement.

Values

Responsiveness– The college responds to economic and social change and adapts its programs to meet the needs of employers, the labour market, individuals, communities, and public policy direction throughout the region.
Excellence – The college values excellence in service, a quality experience for students and clients, and the reputation of "going the extra mile".
Accessibility – The college's programs and services are accessible to learners in ways that overcome barriers of time, location, and personal circumstances.
Collaboration – The college supports and engages in authentic partnerships to advance the opportunities for the students, employers, and communities it serves.
Caring – The college's staff are genuinely concerned about the success of students, employers, communities, and their fellow employees.
Flexibility – The college demonstrates an individualized approach to learning that considers the needs, skills, and experiences of the student, and the particular requirements of employers. The college is agile in its response to changing community, public policy and labour market needs.
Respect – The college recognizes and respects a diversity of needs, cultures, values, and contributions in all of its stakeholder groups. It strives to provide a supportive and stimulating environment for students and employees.

Executive Summary

This business plan highlights some of the key priorities for 2011/12 which include:

- Strategic Renewal
- Increasing College Capacity
- Improving Management Information Infrastructure
- Launching Wind Turbine Maintenance Technician Program
- Attaining SECOR Certification for our Energy Training Centre (ETC)

Program and Service Overview

Changes to **Institute and Industry Credit programming** in 11/12 are:

- Addition of Wind Turbine Maintenance Technician at Swift Current Campus
- Addition of Primary Care Paramedic at Rosetown Program Centre
- Addition of Heavy Equipment Operator at our Maple Creek Program Centre and Kindersley Campus

Basic Education programming will be available at most campuses in either a full-time or part-time format. Changes to **Basic Education programming** in 11/12 are:

- ABE Essential Skills for the Workplace
- ABE programming at Whitecap First Nations

A full **University** program will continue in Swift Current, with part-time opportunities at other campuses via distance learning. The part-time MBA in Community Economic Development at Warman Campus through Cape Breton University will start a new two-year cohort in 11/12. Great Plains College is also working with the University of Saskatchewan in its exploration of delivery of the BScN program in rural locations including Swift Current.

Financial Overview

Great Plains College is in a stable financial position in the 2011-2012 year. It should be noted however, that the operating deficit that will be experienced in 2011-2012 and beyond can be directly attributed to the minimal increases in program funding and basic education funding. Thus, in order to provide long term growth of the institution and increase training opportunities in Saskatchewan it is imperative that a long term strategy aiming to increase the program funding available is implemented.

Programs

Great Plains College expects to end 10/11 with a small planned Institutional Quick Response (IQRT) surplus of approximately $135,133 which is being carried over to ensure the ability to carry out the 11/12 program plan. This surplus carryover has allowed us to end 11/12 with utilizing all IQRT funds but not incurring an IQRT deficit. However, it should be noted that this is only due to having established program reserves.

Basic Ed

It is expected that the Basic Education program will end 11/12 with a deficit of $105,000. In order to maintain the basic education programming array we are funding this deficit with untargeted operating funds.

Budget and Reserves

Great Plains College at the end of 2010-2011 expects to be in a stable financial position with no major challenges in undertaking the operations laid out in the 2011-2012 business plan.

Unrestricted operating reserves are expected to end of 2010/2011 at $646,215 and internally restricted reserves of $743,000.

At the end of 2011-2012 based on the business plan our unrestricted operating reserves are expected to be lowered to $239,406 and internally restricted reserves to be brought down to $339,529

To provide a picture of our longer term reserve commitments, at the end of June 30th, 2012 restricted operating reserves have been set aside for the following:

Operating Lease Warman – $63,000 to cover through 2017
Succession Planning – $25,000
Building Maintenance in Kindersley and Outlook – $26,529
Vehicle Replacement – $75,000 to replace aging vehicle fleet
Swift Current Campus and Maple Creek Program Centre Reserve - $15,000

At the end of 2011-2012 the operating deficit of is projected to be $484,490. This deficit is directly related to the over-expenditures in basic education, program development costs and the inclusion of additional term administration staffing at campuses to address program and service priorities.

Capital

Though one time capital was achieved at year end in the 2010-2011 budget ($85,000 March 2011), no long term commitment for capital needs has been seen to date. As our institutions continue to grow including large scale infrastructure development such as the recent Swift Current renovation and expansion project, equipment needs and other operational requirements demands will put financial pressure on institutions. There also remains a continued deficit in commitment to advancing information technology purchase; a vital piece in ensuring modern post-secondary training.

Planning Context

Provincial Context

Saskatchewan has weathered the recent global economic challenges better than most provinces. Potash and the oil & gas sector both appear to be rebounding and unemployment rates remain among the lowest in the country; a reasonable year for growth ahead is predicted.

Regional Context

Demographically, the GPC region is slightly older than the provincial average and has a lower than average Aboriginal population. Those in the 15-24 age group at the last census made up 15% of Saskatchewan's population, while accounting for less than 12% of the Great Plains College region. The significantly lower aboriginal population in the GPC region (3.2% of the overall population regionally versus around 15% provincially) means that the potential young aboriginal labour pool is smaller. Anecdotally it would appear that both the Aboriginal and immigrant populations are growing in most areas of the college region, however.

Economic growth has slowed in the Great Plains College region in the past year (West Central at -1.7%, Southwest at -0.2%, Saskatoon CMA at -0.3% per Sask Trends Monitor, Dec 2010) although there are indications that the energy sector is picking up again in the region. The completion of some federal infrastructure projects in 2011 may dampen construction employment somewhat.

Labour Market Requirements

Energy and Mining
The oil and gas sector is a key economic driver in the Great Plains College region. While the sector experiences cyclical fluctuations, employment in the sector is significant, especially in the Kindersley, Swift Current, Macklin, Leader, Shaunavon and Gull Lake areas.

Ongoing need is anticipated for labourers and semi-skilled positions; trades; and technicians and operators. The college serves the first group through short-term safety certification and skill development courses including truck driver training. Trades needs include rig technician, construction, pipefitting, electrical, welding, and heavy duty mechanics. The college would anticipate maintaining the trades programming it has for the sector and rotating in new trades as space and funding permit, beginning with Pipefitting/Plumbing in 11/12. Power Engineering Technology training at levels 4 and 3 continues and the college is working toward the delivery of the Wind Turbine Technician program in 11/12.

Shorter term safety and skills development courses for the sector are addressed through the college's Energy Training Centre.

Manufacturing

Manufacturing interests in the region (excluding Saskatoon city which has its own significant manufacturing base) are focused largely on food processing, agricultural equipment, and parts and metal fabrication of oilfield and industrial parts. Some rebound in employment has been seen in the past year since layoffs in 2009. Safety, trades, workplace essential skills and EAL training are relevant to this sector.

Agri-value/Agriculture

A labour gap in primary agricultural production exists on the Prairies, including seasonal and non-seasonal general farm workers and managers, landscapers, and machinery operators. Some agrivalue operations are experiencing increased employment, others are not. Training needs include machinery mechanics and operations, safety training, ag workshops, 1A driver training, pesticide application and EAL training for foreign workers and newcomers.

Tourism

Ongoing need for front line workers such as customer service representatives, servers, cooks, and housekeeping staff, precipitates training needs such as workplace essential skills, customer service training, EAL, and safety training as well as professional cooking.

Trades

Nine trades were experiencing severe shortages in parts or all of the GPC region at last survey including hairstylists, meatcutters and plumbers. More than 20 trades were in moderate shortage. More severe shortages are predicted through 2012.
Employment in construction provincially is expected to be at a 30-year high through 2018. Pipeline and other infrastructure projects are generating employment. The college continues to run pre-employment trades training for some trades, as well as industry-related safety training.

Transportation

Key labour needs in this sector are in Class 1A transport of goods and school bus drivers. In addition, specialized training for picker trucks, heavy oilfield hauling, pilot/escort vehicle and boom truck/crane/hoist is needed as well as associated safety training.

Retail/Wholesale/Business Sector

A large number of sales and service positions are expected as part of the 5.7% growth projected in retail/wholesale in the 2007-2012 period. Customer service training, safety training, workplace essential skills, business and computer skills training and supervisory training are sector needs.

Health Services

Replacement and growth need has been identified by the two main health regions GPC serves in the following positions: RN's, Physicians, LPN's, Care Aides, OT/PT Aides,

Primary Care Paramedics and Cooks. The college is working to bring BScN training to the region, runs the Practical Nursing program and would run Continuing Care Assistant and/or Primary Care Paramedic if incremental program funding was available. Health Information Management has also been identified as a growth area in employment and training.

Education and Community Services
Ongoing training for Early Childhood Educators is needed, as well as Youth Care Workers.

Key Issues
Program Array Stability and Growth

Program funding is not keeping pace with the increased demand seen across the province. Unmet needs are evident throughout Great Plains College locations.

The current Basic Education array is unsustainable if stable and increased operational funds for Basic Education programming are not achieved. Of particular concern is the instability of current funding arrangements with the secondary system and ongoing confusion regarding the responsibility of students aged 18 through 21 years old. It is desirable for a resolution to be achieved at the Ministerial level. Without resolution, in future years a minimum of 2 ABE programs would likely be cancelled at Great Plains College.

It is also noted that provincial demand for basic education training has increased. While one time funding is appreciated, a longer term funding strategy is required in order to adequately serve the demand and in turn increase the educational attainment levels in the Province of Saskatchewan.

The Skills Training Allocation remains stagnant with the new funding model addressing only a shifting of the current resource levels; no long term plan for increases. Unfortunately funding in this manner does not account for increased demand and leaves little ability for institutions to access additional funding when program demand increases. Without a long term strategy to increase program funding, ongoing use of operational funds to subsidize programs will be required to leave maintain current programming levels.

With increased capacity, colleges can play an increasing role in training for labor market development and thus, it is crucial for the programming funding to be addressed in a strategic manner.

Financial Sustainability and Growth

Administrative cuts in 10/11 and prudent financial management have allowed the College to enter the 2011-2012 year in a stable financial position. However, the college expects to continue to run deficit budgets for the next three years if status quo funding is the norm. As highlighted in the preceding longer term concerns are the lack of increased resources to programming, basic education, and capital including equipment, maintenance and IT development. If the College is required to continue to subsidize these areas from operational funds and planned reserves, the funds will quickly become depleted and further cuts may be required.

Key Opportunities

Strategic Renewal/ New Governance
Given the change of leadership in 10/11 and the fact that the college's current strategic plan is due for renewal, we expect a renewal process to begin in the 11/12 year with staff, Board, and key stakeholders. In addition, up to four Board members will be finishing their terms and will not be eligible to continue by fall of 2011, so significant change at the governance level is expected as well.

Post Secondary Attainment and College System Capacity
As presented by ASRC starting in the 10/11 year, the regional college system believes it is ideally positioned to assist in addressing the post-secondary attainment issue in the province and attachment of students to the burgeoning labor market, but requires an investment of up to eighteen million dollars over three years to increase seat capacity in both skills training and basic education.

Improved Management Infrastructure
The college continues to try to renew internal systems which support its operations, including the implementation of a new IT communications platform in 10/11 and the planned implementation of a new Management Information System and Human Resource Information System in 11/12.

Industry and Energy Sector Training
The purpose of the Energy Training Centre (ETC) is to identify training needs and quickly implement solutions for the energy sector and other industrial sectors such as mining and construction. The ETC's effectiveness in delivering training programs and disseminating information contributes to the development of a healthy and vibrant regional and provincial economy.

One aspect of ETC's effectiveness is its ability to develop partnerships with industry in order to provide training that meets the required Occupational Health & Safety standards for Saskatchewan and other jurisdictions. Together, needs are identified to respond to labour shortages and requirements for primarily shorter-term customized training. The ETC is one component of a Made-in-Saskatchewan training solution for industry.

Enrollments in industry credit training continue to trend upward and in 11/12, ETC will pursue SECOR certification as an improved quality assurance process.

Operational Plan

Key Goals, Objectives and Actions for 2011-2012

GOAL	1. A Learner-Centred Institution	
OBJECTIVE		**PERFORMANCE MEASURES**
	1.1 Supported Accessibility	1.Target for upcoming yr: $160,000 handed out in student scholarships. Baseline: $ 136,575 -2 yr avg
	1.2 Positive Student Experience	2. Target for upcoming yr: 95% student satisfaction rating Baseline: 09/10: 92%
	1.3 Student Success	3. Target for upcoming yr: Completion rate FT Inst Credit: 95% Completion rate: BE: 80% Baseline: 09/10 Inst Cr: 90% BE: 69%
	1.4 A Modern Post-secondary Institution	
KEY ACTIONS	**Key Actions**	Timelines
	1. Improve FT program capacity utilization at start of programs to 85%	**October 2011**
	2. Enhanced program review process: Basic Education and Office Administration to be reviewed in 11/12	**June 2012**
	3. New social media strategy to be rolled out	**September 2011**
	4. Hiring of EA's to support students in all programs	**September 2011**
	5. Facility Assessment and upgrades to Kindersley Campus	**June 2012**

GOAL	2. Supporting Regional Economies	
OBJECTIVE		**PERFORMANCE MEASURES**
	2.1 Serving Employers	1.Target for upcoming yr: 300 employer visits Baseline: 1000 visits over 08/09 through 10/11 period
	2.2 Labour Market Development	2. Target for upcoming yr: 92% overall completion rate for Institute Credit programs: Baseline: 0910: 86%
	2.3 Building Community Capacity	
KEY ACTIONS	**Key Actions**	Timelines
	1. Add Wind Turbine Maintenance Technician and Primary Care Paramedic Programs	**June 2012**
	2. Expanded relationship and programming with Whitecap Dakota First Nation	**June 2012**

GOAL	3. Leadership in Energy Sector Training	
OBJECTIVE		**PERFORMANCE MEASURES**
	3.1 Expand Energy Training Centre	1.Target: Industry training enrollments to 3315 Baseline: 2900 enrollments - 3 yr average
	3.2 Broaden Program Array	2. Target: SECOR certification Baseline: n/a
KEY ACTIONS	**Key Actions**	Timelines
	1. SECOR Certification	**June 2012**
	2. Growth of Swift Current training centre into a centre of excellence for customized industry training	**June 2012**

GOAL	4. Growth	
OBJECTIVE		**PERFORMANCE MEASURES**
	4.1 Invest in People	1.Target for upcoming yr: 70% of staff will participate in PD Baseline: 58% participated in 09/10
	4.2 Leveraging Partnerships	2.Target for upcoming yr: 97% Recommend GPC Baseline: 09/10 rate: 97%
	4.3 Image and Advocacy	4. Target for upcoming yr: Employment rate of FT institute credit grads 85%/ABE 60% 2 yr. Average Inst Cr-74% ABE– 48%
	4.4 Measure Results: They Matter	
KEY ACTIONS	**Key Actions**	Timelines
	1. Full review of Human Resources processes	**Jan 2012**
	2. Advocacy and Development work on Warman Campus Project	**June 2012**
	3. Strategic Plan Renewal	**June 2012**
	4. Implement Management Information System	**June 2012**

Program and Service Plan

Program Plan

SIS Definitions	# of Full-Load Equivalents (FLE) in Previous Year (10/11)	Projected # of FLEs for Upcoming Year (11/12)
Basic Education		
• BE Credit		
- Adult 12	65.5	67.5
- Adult 10	24.5	22
- Academic GED	41.0	34.5
Total BE Credit	132	124
• BE Non-Credit		
- Employability/Life Skills	20.0	52
- English Language Training	40.7	56
- General Academic Studies	0	0
- Literacy	23.0	20
Total BE Non-Credit	**83.7**	**128**
Total Basic Education	**215.7**	**252**
Skills Training		
• Institute Credit		
- SIAST	203.2	203.4
- Other	43.7	44.6
- Apprenticeship & Trade	13	13
Total Institute Credit	**259.9**	**261**
• Industry Credit	265	300
• Non-Credit	37	25.6
Total Skills Training	**561.9**	**586.6**
University	46.3	43
	823.9	**881.6**

System-Wide Performance Measures

Skills Training – Institute Credit		*Baseline		Budget Year (targets)	
		#	FLE	#	FLE
# of Student Enrolments - expressed in terms of full load equivalents (FLE's) and distinct enrollment		490	218	405	261
Number of Graduates		186		223	
Number of Completers		268		170	
		%		%	
Participation (Enrollment) Rate %	# of Institute Credit Enrol's (FT + PT) / Total # Credit Enrolments (FT + PT)	28		23	
Graduation Rate	# of Institute Credit Graduates (FT + PT) / Total # of Institute Credit Enrol's (FT + PT)	50		55	
Emp. Rate from Follow-Up Surveys of FT. graduates	# of Institute Credit FT. graduates that are working / # of Inst. Cr. FT grads contacted minus # Inst Cr. FT. grads that went to further training	78		85	
Continued to Further Training Rates of FT. Students	# of Institute Credit FT. grads that continued to further training / # of Inst Cr. FT. graduates contacted minus # Inst Cr. FT grads employed	26		40	

Skills Training – Institute Credit- Aboriginal Persons Statistics		%	%
Aboriginal Participation (Enrollment) Rate	# of Aboriginal Enrol's (FT + PT) / Total # Enrolments (FT + PT)	4.9	7
Graduation Rate of Aboriginal Persons	i) # of Aboriginal Graduates (FT + PT) / Total # of Graduates (FT + PT)	4	7
	ii) # of Aboriginal Graduates (FT + PT) / Total # of Aboriginal Enrol's (FT + PT)	29.5	40
Employment Rates of Fulltime Aboriginal Persons	# of Aboriginal graduates that are working / # of Ab. Grad. contacted minus # Ab. Grads that went to further training	50	50
Continued to Further Training Rates of Fulltime Aboriginal Persons	# of Aboriginal graduates that continued to further training / # of Ab. grads. contacted minus # of Ab. grads employed	0	25

Skills Training – Industry Credit		*Baseline		Budget Year (targets)	
		#	FLE	#	FLE
# of Student Enrolments - expressed in terms of full load equivalents (FLE's)		2883	259	3315	300
Number of Graduates		2787		3200	
Number of Completers		78		65	
		%		%	
Participation (Enrollment) Rate %	# of Industry Credit Enrol's (FT + PT) / Total # Credit Enrolments (FT + PT)	52.7		59	
Graduation Rate	# of Industry Credit Graduates (FT + PT) / Total # of Industry Credit Enrol's (FT + PT)	95.7		97	
Emp. Rate from Follow-Up Surveys of FT. graduates	# of Industry Credit FT. graduates that are working / # of Ind Cr FT grads contacted minus # Ind Cr FT. grads that went to further training	n/a		n/a	
Continued to Further Training Rates of FT. Students	# of Industry Credit FT. grads that continued to further training / # of Ind. Cr FT. graduates contacted minus # Ind. Cr FT grads employed	n/a		n/a	

Skills Training – Industry Credit- Aboriginal Persons Statistics		%	%
Aboriginal Participation (Enrollment) Rate	# of Aboriginal Enrol's (FT + PT) / Total # Enrolments (FT + PT)	1.7	2
Graduation Rate of Aboriginal Persons	i) # of Aboriginal Graduates (FT + PT) / Total # of Graduates (FT + PT)	1.7	2
	ii) # of Aboriginal Graduates (FT + PT) / Total # of Aboriginal Enrol's (FT + PT)	98	98
Employment Rates of Fulltime Aboriginal Persons	# of Aboriginal graduates that are working / # of Ab. Grad. contacted minus # Ab. Grads that went to further training	n/a	n/a
Continued to Further Training Rates of Fulltime Aboriginal Persons	# of Aboriginal graduates that continued to further training / # of Ab. grads. contacted minus # of Ab. grads employed	n/a	n/a

Basic Education – ABE Credit		*Baseline		Budget Year (targets)	
		#	FLE	#	FLE
# of Student Enrolments - expressed in terms of full load equivalents (FLE's)		236	147	194	124
Number of Graduates		35.7		27	
Number of Completers		149		130	
		%		%	
Participation (Enrollment) Rate %	# of ABE Credit Enrol'ts (FT + PT) / Total # Credit Enrolments (FT + PT)	14		12	
Graduation Rate	# of ABE Credit Graduates (FT + PT) / Total # of ABE Credit Enrol'ts (FT + PT)	15		14	
Emp. Rate from Follow-Up Surveys of FT. graduates	# of ABE Credit FT graduates that are working / # of ABE. Cr. FT grads. contacted minus # ABE Cr. FT. grads that went to further training	65.3		70	
Continued to Further Training Rates of FT. Students	# of ABE Credit FT. grads that continued to further training / # of ABE Cr. FT. graduates contacted minus # ABE Cr. FT grads employed	73.7		75	
Basic Education – ABE Credit- Aboriginal Persons Statistics		%		%	
Aboriginal Participation (Enrollment) Rate	# of Aboriginal Enrol'ts (FT + PT) / Total # Enrolments (FT + PT)	29.4		30	
Graduation Rate of Aboriginal Persons	i) # of Aboriginal Graduates (FT + PT) / Total # of Graduates (FT + PT)	33.2		30	
	ii) # of Aboriginal Graduates (FT + PT) / Total # of Aboriginal Enrol'ts (FT + PT)	16.2		16	
Employment Rates of Full-time Aboriginal Persons	# of Aboriginal graduates that are working / # of Ab Grad. contacted minus # Ab. Grads that went to further training	16.7		20	
Continued to Further Training Rates of Full-time Aboriginal Persons	# of Aboriginal graduates that continued to further training / # of Ab. grads. contacted minus # of Ab. grads employed	50		50	

University		*Baseline		Budget Year (targets)	
		#	FLE	#	FLE
# of Student Enrolments - expressed in terms of full load equivalents (FLE's)		104.3	37.7	106	43
Participation (Enrollment) Rate %	# of university Enrol'ts (FT + PT) / Total # Enrolments (FT + PT)	6		6	
University Aboriginal Participation (Enrollment) Rate	# of Aboriginal Enrol'ts (FT + PT) / Total # Enrolments (FT + PT)	6.8		8	

Program Array/Analysis

Skills Training – Institute Credit

	10/11			11/12			12/13		
Program		New/			New/			New	
	Cap	Existing	Full Cost	Cap	Existing	Full Cost	Cap	Existing	Full Cost
Business Certificate-Warman	24	Existing	108,996	24	Existing	114,097	24	Existing	116,000
Business Certificate-Swift Current	24	Existing	129,218	24	Existing	129,654	24	Existing	132,250
Carpentry – Outlook	10	Existing	144,473	10	Existing	145,849	10	Existing	147,000
Electrical- Biggar	10	Existing	112,910	10	Existing	112,303	10	Existing	114,000
Electrical- Swift Current	14	Existing	102,406	14	Existing	112,853	14	N/A	0
Office Admin-Kindersley	15	Existing	120,534	15	Existing	124,087	15	Existing	127,000
Office Admin – Swift Current	20	Existing	122,423	20	Existing	149,652	20	Existing	152,645
Power Engineering – 3rd Class – Swift Current	15	Existing	113,383	15	Existing	107,321	15	Existing	109,500
Power Engineering - 4th Class – Kindersley	12	Existing	129,498	12	Existing	149,465	12	Existing	150,000
Power Engineering – 4th Class – Swift Current	15	Existing	168,758	15	Existing	178,565	15	Existing	182,136
Practical Nursing-Biggar (P1) Nov grad	14	Existing	72,737		N/A	0		N/A	0
Practical Nursing-Biggar (P2) Feb start	14	Existing	99,608	14	Cont`d	214,370		Cont`d	75,000
Practical Nursing-Biggar (P3) Feb start		N/A	0		N/A	0	14	Existing	100,000
Practical Nursing – Swift Current- (P1)	14	Existing	174,502	14	Cont`d	178,226			N/A
PN – Swift (P2)	14	Existing	170,961			N/A			N/A
PN –Swift (P3)	0	N/A	0	14	Existing	173,614	14	Cont`d	177,086
PN - Swift (P4)	0	N/A	0	0	N/A	0	14	Existing	177,086
PCP- Rosetown	0	N/A	0	14	New	183,752		N/A	
Welding- Rosetown	12	Existing	196,379	12	Existing	187,014	12	Existing	190,000
Welding –Swift Current	12	Existing	172,714	12	Existing	173,057	12	Existing	176,500
Wind Turbine Technician-Swift Current	0	N/A	0	16	New	191,585	16	Cont`d	
Youth Care Worker and EA-Warman	24	Existing	Cost recovery	24	Existing	190,288	24	Existing	192,000

Industry Non-Credit

	10/11			11/12			12/13		
Program	Cap	New/ Existing	Full Cost	Cap	New/ Existing	Full Cost	Cap	New/ Existing	Full Cost
Boom Truck/Crane/Hoist	16	New	Cost Recovery	16	Existing	Cost recovery	16	Existing	Cost recovery
Heavy Equipment Op- Maple Creek	0	N/A	N/A	8	New	106,105	0	N/A	0
Heavy Equipment Op – Kindersley	0	N/A	N/A	8	New	116,855	0	N/A	0

Trends and Issues

Skills Training-Institute Credit
A full-time Wind Turbine Technician program brokered from Northern Lights College is being added to the program plan in 11/12. The SIAST Primary Care Paramedic Program is being offered in Rosetown; a new addition to the program plan in 11/12.

While the SIAST Deferred Revenue disbursement in 10/11 allowed some Heavy Equipment Operator training to be added to the program array and a program for Kindersley in early 2011-2012. Any further training that will be added will be cost recover and based on demand.

A program review of Office Administration is planned for the 11/12 year.

Skills Training-Industry Credit
With increased activity in the energy sector it is expected that additional programming in industry credit and safety training will occur in 11/12 through the Energy Training Centre.

Skills Training - Non-Credit & Apprenticeship
Non-credit training related to industry and professional development is scheduled as needs are identified.

In 11/12, Great Plains College anticipates the delivery of one Rig Technician apprenticeship program and is working with a number of Hutterite colonies on apprenticeship training needs.

University
The college will continue to offer a full-range of courses for first year university studies in face-to-face, SCN televised and online formats at Swift Current Campus, and SCN

televised and online classes in Gravelbourg, Biggar, Kindersley, Maple Creek, Outlook, Rosetown and Warman.

University Certificate and Diploma
Liberal Arts Certificate
Liberal Arts Diploma

First Year Options
Bachelor of Arts
Bachelor of Arts in Journalism
Bachelor of Arts in Police Studies, Justice Studies or Human Justice
Bachelor of Education: Elementary and Secondary (depending on major and minors chosen)
Bachelor of Kinesiology
Bachelor of Science
Bachelor of Administration
Bachelor of Laws
Pre-Chiropractic
Pre-Veterinary Medicine
Pre-Medicine
Pre-Dentistry
Pre-Optometry
Pre-Nutrition
Pre-Physical Therapy
Pre-Pharmacy
Pre-Agriculture

Full Degree Options
Bachelor of Social Work
Bachelor of Human Justice
Bachelor Arts- Sociology
Masters of Business Administration in Community Economic Development

Trends and Issues
- Ongoing partnerships for delivery with the University of Regina and University of Saskatchewan.
- GPC partners with Cape Breton University for MBA in Community Economic Development delivery in Warman.
-Working with Cypress Health Region and the University of Saskatchewan to bring BScN program to Swift Current.

Basic Education

	10/11			11/12			12/13		
Program		New/			New/			New	
	Cap	Existing	Full Cost	Cap	Existing	Full Cost	Cap	Existing	Full Cost
Biggar – FT	15	Existing	116,853	15	Existing	113,509	15	Existing	115,000
Gravelbourg FT	15	New	106,512	15	Existing	79,683	15	Existing	81,000
Kindersley - FT	15	Existing	77,433	15	Existing	79,683	15	Existing	81,000
Maple Creek - FT	15	Existing	101,567	15	Existing	102,996	15	Existing	103,000
Swift Current- FT	45	Existing	407,090	45	Existing	425,000	45	Existing	427,000
Warman – FT	15	Existing	88,280	15	Existing	93,392	15	Existing	95,000

On-Reserve Basic Education
A program will run at the Nekaneet First Nation again in 11/12. New Basic Education programming at Whitecap First Nations will also take place in 11/12.

ABE Essential Skills for the Workplace
Any WES programming outside of that within full-time program curriculum will be dependent upon funding made available.

Targeted Initiative for Older Workers
If program funding is available again in 11/12, the college would run one or more programs.

Service Plan

Student Services

Student Services facilitates successful student outcomes by providing services which are responsive, accessible, and respectful. These include formal and informal career and academic assessment, advising, program information, financial counseling, support for recognition of prior learning, exam invigilation, study skills, and workshop facilitation in a variety of topics.

Standard intake and assessment processes are used to insure learners' needs are met, barriers are identified, and action plans for successful outcomes are developed. Support is given to students with identifiable disabilities and difficulties in the achievement of their learning objectives. In 11/12, the college will resource all full time programs with shared EA support to enhance student success.

Human Resources

Administrative streamlining efforts implemented in July 2010 resulted in numerous human resource changes during the 2010-2011 year. Some transitional term positions established in the 10/11 year will end early in the 11/12 year and fewer staffing changes are expected in the next program year. All changes that are made will be in accordance with our business plan direction in order to meet organizational goals and progress.

FTE Administrative Staff for 2010-2011

Projected Year End: 55.0 FTE

FTE Administrative Staff for 2011-2012

Projected: 60.0 FTE

The increase is a result of the following:

-Accounting 0.5FTE 1 year term increase to support the implementation of the MIS system
-Assistant Recruiter 1.0FTE 6 month term increase to support enrollment growth
-Office Clerk 0.5FTE 1 year term increase to support campus growth
-Training Consultants 2.0 FTE 1 year terms to support industry training growth throughout the service region
-Development Portfolio Support 1.0FTE permanent increase to support increasing fundraising portfolio including capital and Sask. Advantage scholarships
-Counselor 0.5FTE 1 year term to support increased student services as a result of increased enrollment

Human Resource Process Review/HRIS System

A full review of Human Resource processes including hiring, work planning, and performance evaluation will take place in 11/12. A new Human Resource Information System will also be implemented in conjunction with the new Management Information System.

Staff Organizations

The staff of the northern campuses is unionized and the staff of the southern campuses is non-unionized but negotiates through a Staff Association. To date, employees have not chosen to alter this situation. Currently, all campuses share a job classification plan and compensation system and fairly similar non-monetary benefits. The college continues to communicate with the Union/Management Committee (UMAC) and Staff Association/Management committee structures to maintain constructive, cooperative working relationships with both employee groups.

Capital Projects

5-Year Capital Plan

Item	Funding:	2011-12	2012-13	2013-14	2014-15	2015-16
Swift Current Campus	AEEL		100,000			
Kindersley Campus	AEEL	85,000				
Warman Campus	AEEL/GPC		100,000			
Outlook Program Ctr	GPC	20,000				
Equipment:			50,000	50,000	50,000	50,000
Programs	GPC	50,000				
Furniture:			30,000	30,000	30,000	30,000
Warman Campus	GPC	3,000				
Gravelbourg Program Ctr	GPC	4,000				
Rosetown Program Ctr	GPC	5,000				
Swift Current Campus	GPC	9,000				
Other Locations	GPC	6,000				
IT			100,000	125,000	150,000	100,000
Laptop Computers	GPC	32,200				
LCD Projectors	GPC	14,700				
Smart Board	GPC	21,000				
Terminal and computer replacement	GPC	54,850				
Management Information System	GPC	75,000				
TOTAL		$ 379,750	$ 380,000	$ 205,000	$ 230,000	$ 180,000

Facilities

Biggar Program Centre

A newly constructed facility in 2000, Biggar Program Centre provides space for administration, full-time technical programs, career and student services and various part-time programs. A major deficiency is the inability to provide student auxiliary space or expand program offerings based on the current footprint of the facility. Opportunities to acquire additional functional space on an ad-hoc basis within the facility and the community are limited.

Great Plains North Facility-Swift Current

GPC North purchased in 2008 has provided space for full-time programs, administration staff and temporary lab space for Academy of Learning. With the completion of the renovations to the main campus it will still be required for administration staff offices. Human Resources and payroll will be housed at this location. The facility is in good condition.

Gravelbourg Program Centre

A two-year renewal of the lease with Prairie South School Division #210 expires in June 2011 for the Gravelbourg Program Centre located in the Elementary School. In the short-term the college will be remaining at their current location and pursuing discussions with the School Division and other community partners for alternate lease alternatives.

Gull Lake Training Institute

Programming opportunities in the Gull Lake area have increased significantly over the last year. To take advantage of the industry credit training demands within the area college entered in to a one year lease in January 2011.

Kindersley Campus - $85,000

A facility condition analysis for the Kindersley Campus is scheduled to be tendered by the end of the June 2011. The overall goal of this engagement is to provide GPC with the necessary information to safeguard the value of the Kindersley Campus. Depending on the findings in the report in regards to deferred maintenance items, renovations and retrofits GPC may require provincial funding assistance. The final report will also detail standards that prioritize current and future work which will help in planning. Examples of labels include currently critical, potentially critical, not yet critical, and recommended.

This report will also provide the necessary groundwork for future review of facility requirements for the Kindersley area.

Macklin Training Institute

The Training Institute is relocating to a larger space in the same strip mall. The landlord has agreed to provide the new space at the same cost to accommodate a local community group in the college's previous space. No renovations costs are anticipated.

Maple Creek Program Centre

The repairs and renovations due to the flooding last spring have been completed and the program centre is fully operational.

Problems over the past few years have been experienced with the building settling in the northwest corner which has caused the front door to not be fully operational. Plans are underway to address this issue during the summer.

Outlook Program Centre

The Outlook Program Centre is currently experiencing a number of operational deficiencies that are a result of the physical layout of the facility. In 2010-11 the college investigated local opportunities for joint space however the costs associated with relocation outweighed any potential benefits. The ongoing operations of the Outlook Program Centre past 2011-12 are under discussion as part of the re-organization that was completed last year and the decisions from these conversations will impact facility requirements (and/or renovations).

Shaunavon Training Institute

To maintain a presence in the Shaunavon region and address Oil and Gas training needs, the college acquired classroom space in the local SaskTel office. The demand in this area remains consistent and with the current economic activity remaining high in the oil sector potential for training growth specific to this sector is anticipated.

Swift Current Campus

Renovations and the addition to the Swift Current Campus are nearing completion. The project was a resounding success with all planned construction within the scope of the $13.5 million project completed as envisioned.

The addition of the two new shops is providing opportunities for programming at the campus that was previously not available. In 2011-2012 the college will be offering the Wind Turbine Technician Maintenance Program in conjunction with the Electrical Program. In addition the Welding Program has seen a vast improvement in the shop space available for students and the new larger trades' areas means the elimination of any existing overcrowded conditions that could pose an accident risk. Improved shops and trades space will also provide a venue for enhanced customized training for industry.

Further, industry and industrial professionals and trades people will be able to use the facilities for projects and applied research as they identify needs or for collaborative efforts with the college.

The existing campus has seen major renovations to classrooms, student auxiliary space and offices. Keen attention was paid to harmonizing the old part of the building with the new addition to provide a modern post-secondary environment for all students. Input from students and staff during the project saw the inclusion of expanded recyclable and reusable initiatives that otherwise would not have been included. Every effort was made to include and incorporate student and staff suggestions in the finished product.

Occupant safety is much improved with upgrades to fire protection measures which included the installation of a needed sprinkler system. The entire campus has been upgraded to meet current National Building Code and City of Swift Current requirements. Building code upgrades such as: improved fire ratings, fire stopping at rated walls, rated doors, and fire separations were also incorporated.
Mechanical system elements of the project included:

- A new automatic sprinkler system
- Improvements to the HVAC system to improve indoor air quality and occupant health and well being
- A new welding shop exhaust and ventilation system for improved Indoor Air Quality
- Elimination of "swamp coolers" reducing the occurrences of water damage and consequent mould development
- Removal of asbestos bearing insulation materials
- Improvements to fire separations and fire stopping in the building
- Elimination of plumbing pipe materials that did not meet Smoke Development and Fire Spread standards

Electrical system elements of the project included:

- The upgrade of fire alarm devices to deliver both audible and visual alarm signals.
- Replacement of exit signage and emergency lighting, ensuring adequate coverage and operability in the event of a disruption in main service power.
- Replacement and re-design of exterior lighting to improve building security and occupant safety at entrances / exits.

- Replacement of all aged wiring and distribution equipment – new equipment ensures compliance with the most up-to-date of code requirements and is less prone to faults or failures.

Overall the expanded and rejuvenated space meets or exceeds expectations and will provide opportunities for the campus to achieve its mission in supporting regional and provincial training requirements.

Warman Campus

Newly renovated in 2007, the campus is currently functional but based on current and projected programming the college may need to acquire additional space. The main campus administration, numerous part-time technical, Basic Education and BIC programs, career and student services, and computer labs are located in the facility.

In 2010-2011, GPC undertook Phase One of the Warman Growth Plan initiative. The report has been completed and the recommendations are being reviewed by management and board. Phase 2 calls for a needs assessment of the greater Saskatoon area on training and program requirements which should provide better information to assist with future planning and allocation of resources.

Equipment

In 2009-10 the college undertook a massive transition to a new communications/file-sharing platform with the move to Outlook, Windows 7 and SharePoint. Microsoft Outlook and Communicator have been fully implemented for all employees, and FirstClass will continue to be accessible until June 30. Microsoft SharePoint is to be fully implemented by the end of April 2011. A backup server is in place for disaster recovery and the last to be executed will be the Blackberry Enterprise Server (BES), in the coming months. The software and service connects to messaging and collaboration software (Microsoft Exchange) on the network and redirects emails and synchronize contacts and calendaring information between servers, desktop workstations, and mobile devices. This also included the replacement of thin terminals in the northern campuses to desktop workstations. The college's transition plan has experienced some delays, but continues to move forward. The CNet fiber upgrade, although behind its original schedule, is nearing completion.

As part of the renovations to Swift Current campus a new temperature controlled, secure, server room was built to house the new network equipment and servers, including the VOIP phone system and wireless network equipment. The new wireless network provides Access Points to cover the existing facility, addition and also has room for future expansion. The new system supplies wireless for the cordless VOIP phones. Also in 2010/11 a D-Link system was installed in the Warman Campus providing wireless access for students and staff.

In July 2011 the D-Link system that was in the Swift Current Campus will be installed at the Kindersley Campus. The 12 Access points will be more than enough to cover the area plus have room for expansion in the future. This Wireless system will supply Network/Internet access for staff and student.

All wireless systems have security keys on them to prevent random users accessing the college networks.

Staff is being provided training and help documents as needed to assist with the transition and learning. In January an IT assistant was hired in Swift Current to assist with the everyday maintenance, setup and help desk functions of the IT department.

Capital equipment expenditures for 2011-12 are estimated at $275,000. As in prior years, upgrades to computers, terminals and related information technology equipment and software are the bulk of the expenditures required. However GPC is committed to ensuring programs, students and staff has ready access to current computing technology.

In 2010-11 GPC embarked on the search for a new Management Information System (MIS) that would provide a platform that would meet the functionality and reporting requirements of the college. After a thorough internal needs assessment and vendor software assessment the decision was made to purchase Microsoft Dynamics Great Plains. The software chosen will address the college's need to have current practices and systems relating to financial accounting, human resources and corporate reporting methods upgraded to a more effective and responsive platform. Over the next few months the college will be working with the software vendor Encore to finalize the project approach and ensure that key deliverables are achieved. Completion of infrastructure design, user acceptance testing, staff training and final data migration from current systems is scheduled to be completed by the beginning of September with all systems live no later than the end of October 2011.

In 2010/11 all program and administration computers will be upgraded to MSOffice 2010. This upgrade is required for programs to be current with technology. The upgrade will also blend well with the present network configuration and chosen MIS system.

The software and hardware changes at GPC over the past 12 months have been significant. The primary focus for the IT unit over next year will be ensuring that GPC users are achieving a high level of system and information management functionality.

Program equipment for the Wind Turbine program is estimated at $225,000 which is to be purchased over the next 4 months for the start of the program this fall. The funding for this equipment is coming from internally restricted reserves which were previously established when the decision to run the program was made. Staff is currently working with the brokering institute and related industry partners in sourcing the equipment.

All furnishing and equipment expenditures for the Swift Current Campus that were required due to renovations and the expansion were made in the previous fiscal year. Routine capital expenditures for replacement and upgrades to furnishings and equipment are continuing as identified at the campuses and program centres.

Financial Plan

Year-end estimates June 2011

The budgeted operating surplus of $109,414 has been replaced by a projected operating surplus of $410,266. The increase in surplus is a result of a combination of events and funding that were not know at the time of budget. The departure of the CEO in July 2010 saw a reduction in out-of-scope salaries with existing management picking up additional duties, in particular the Director of Planning and Communication acting as interim CEO. In addition salary costs were further reduced by an unplanned reduction in the Development Unit with the Director being assigned additional responsibilities for Communication. Also, some of the organizational project expenses that were to be undertaken in 2010-2011 were not realized.

The reduction in administration staff at the campuses and program centres resulted in some planned activities not taking place and expenses not realized. In addition, the Regional Manager positions proved difficult to staff and the Swift Current position still remains vacant. Due to this administration staffing costs were reduced as existing staff were TPHD and the Director of Programs assumed additional responsibilities.

Even with all of the challenges faced many of the initiatives proposed or newly undertaken for 2010-2011 were completed or are in the process of being finalized including:

- Programming at Whitecap First Nations
- Brokering arrangement for Wind Turbine Maintenance Technician Program finalized with Northern Lights College
- Purchase of a new Management Information System
- Transition to a new communications/file sharing platform with the move to Outlook, Window 7 and SharePoint
- Completion of major capital and renovations to the Swift Current Campus and Maple Creek Program Centre
- Recruitment and hiring of new CEO
- Private capital donation of $50,000 received for a Language Lab to enhance training and technology for new immigrants and residents
- Highest scholarship fund-raising and awards presents since the inception of the Centennial Merit Program
- Expansion of Training Centres in Shaunavon, Gull Lake and Macklin to meet industry training requirements
- Completion of Phase 1 of the Warman Growth Plan

One-time funding for TEL initiatives received in April 2010 were also not accounted for in the original budget. GPC received $300,000 which is being used over the next 3-years

to fund TEL costs that were previously funded through targeted grants included in the annual Operating Grant. This will provide much time to review student demand, program array, TEL centres and funding alternatives.

As in previous years Professional Development, travel and materials and supply costs have been lower than originally budgeted. For 2010-2011, much of the under expenditure can be attributed to reduced staffing levels.

As in previous years, the current financial software program hampers the ability to provide staff with current and up-to-date information which may in some cases hamper leveraging of unspent funds for projects, programs or other approved initiatives. The Management Information System is progressing favorably with implementation scheduled for late next fall. Benefits of the new system should be noticeable in 2012-2013 once staff is trained.

Risk Low to Moderate: While realizing a greater than expected surplus is good the overall concern is with the impact it has on operating decisions that were made because of financial assumptions. Also conservative budget estimates may decrease opportunities for the college to leverage financial opportunities to provide greater service.

Budget 2011-12

Projected Business Plan Financial Statements and Key Assumptions.

In preparing the 2011-2012 budget estimates the following assumptions have been incorporated:

- All increases to provincial funding revenue have been included from the Provincial budget announcement. In addition, all other revenue sources, known and potential have been calculated and included based on mid to high expectations.
- The 2011-2012 budget estimates for non-salary operating expenses are based on submitted program plans and business plans for support and administrative services. Calculations of budget estimates for non-salary operating expenses were based on projected plans, historical expenditures and inflationary expectations. All expenditure estimates have been reasonably calculated.
- Utilization of approximately $280,000 in IQRT funding that was deferred in 2010-2011. The Heavy Equipment Operator programs scheduled for the spring were delayed until July due to an extremely wet and cold spring. The ground conditions were not favorable for the running of the large equipment. Of the $280,000, a $135,000 was a planned deferral to fund the increased program offering in 2011-12 which includes Primary Care Paramedic in Rosetown and Wind Turbine Maintenance Technician in Swift Current.
- Basic Education programming continues to be in demand across the region and provincial and grant funding from outside contracts does not cover costs. In

2011-2012, the estimated deficit funded from operating funds is just over $100,000.

- Negotiated salary increase effective Sept 1, 2011 estimated at 2%.
- Budget estimates included costs of $40,000 for costs associated with the GPC Strategic Planning process scheduled in 2011-2012.
- Included in the budget is just over $200,000 in unfilled staffing positions that have been identified as areas of growth. These positions are located at the three major campus locations.

The budget prepared for 2011-2012 continues to build on the operating plan implemented in 2010-2011. A more in-depth review of the direction taken will be undertaken as part of the strategic planning process.

Risk Low to Moderate: The process used this year in the development of the financial estimates saw direct input from all areas of the college in the compilation of this year's budget estimates, which provided added security in the accuracy of the budget estimates. In addition a draw down on established reserves allowed for the implementation of a very robust program offering.

Surplus Utilization

Internally restricted reserves will be reviewed as part of the strategic planning process in 2011-2012. Based on budget estimates for the upcoming year, the unrestricted reserve will be within Provincial guidelines by June 2012 and reserves will be used to fund organizational program and service priorities ex/ Wind Turbine Maintenance Technician Program, increased Industry Credit Programs, increased counseling and support staff at campus locations and development initiatives for scholarship and capital requirement. As in previous years, funding for increased program and services initiatives are always a first priority.

Risk moderate to high: Current and anticipated future expenditures are projected to continue to rise and current reserve balances may prove inadequate to fund the college initiatives.

Deficit Management

As part of the planned use of College reserves, one of the key concerns will be the development of a sustainable funding model (both provincially and internally) that will allow for the GPC to be proactive in meeting regional and provincial needs. The success of a new strategic direction hinges not only on the College's ability to identify opportunities but also to secure funding for their implementation.

Risk high: Increased expectations, deliverables and costs.

APPENDIX A

PROJECTED Statement of Financial Position
as at June 30, 2012

	Actual 30-Jun-10	Projected 30-Jun-11	Budget 30-Jun-12			Budget 30-Jun-12
	Total	Total	Operating	Capital	Scholarship	Total
Assets						
Current Assets						
Cash	$ 11,317,180	$ 2,100,925	$ 1,263,435		$ 91,201	**1,354,636**
Investments	808,165	825,000	-		-	**-**
Accounts receivable	959,957	500,000	500,000	-	-	**500,000**
Inventories	71,739	75,000	75,000	-	-	**75,000**
Prepaid expenses	73,513	50,000	50,000	-	-	**50,000**
	13,230,554	3,550,925	1,888,435	-	91,201	**1,979,636**
Non-current Assets						
Capital Assets	8,404,730	16,469,289	-	15,739,339	-	**15,739,339**
Prepaid lease payment	76,500	63,000	49,500	-	-	**49,500**
	8,481,230	16,532,289	49,500	15,739,339	-	**15,788,839**
	$ 21,711,784	$ 20,083,214	$ 1,937,935	$ 15,739,339	$ 91,201	**$ 17,768,475**
Liabilities						
Current Liabilities						
Accrued salaries and benefits	$ 379,507	$ 480,000	$ 480,000	$ -	$ -	**480,000**
Accounts payable & accrued liabilit	1,984,488	750,000	500,000	-	-	**500,000**
Accrued interest payable	-	-	-	-	-	**-**
Unearned revenue	605,615	716,599	325,000	-	-	**325,000**
Current portion of long-term debt	-	-	-	-	-	**-**
	2,969,609	1,946,599	1,305,000	-	-	**1,305,000**
Non-current liabilities						
Long-term debt	-	-				
Net Assets						
Invested in capital assets	8,404,730	16,469,289		15,739,339	-	**15,739,339**
Externally Restricted - Building	8,509,316	161,729	-		-	**-**
Externally Restricted - Scholarships	139,701	116,201	-	-	91,201	**91,201**
Internally Restricted	1,291,000	743,181	339,529		-	**339,529**
Unrestricted	397,429	646,215	293,406	-	-	**293,406**
	18,742,175	18,136,615	632,935	15,739,339	91,201	**16,463,475**
	$ 21,711,784	$ 20,083,214	$ 1,937,935	$ 15,739,339	$ 91,201	**$ 17,768,475**

Great Plains College
PROJECTED Statement of Operations
for the year ended June 30, 2012

	Budget 2011	Revised YE Estimate	Budget 2012	Budget 2011	Revised YE Estimate	Budget 2012	Budget 2011	Revised YE Estimate	Budget 2012
	Operating Fund			Capital Fund			Scholarship Fund		
Revenues (Schedule 1)									
Provincial government	$ 6,777,049	$ 7,755,689	$ 7,479,422	$ 162,400	$ 124,129	$ -	$ 50,000	$ 82,000	$ 50,000
Federal government	-	134,593	-	-	-		-	-	-
Other revenue	2,152,585	2,403,018	2,746,223	50,000	73,000	-	100,000	83,000	100,000
Total revenues	8,929,634	10,293,300	10,225,645	212,400	197,129	-	150,000	165,000	150,000
Expenses (Schedule 2)									
Agency Contracts	1,174,682	1,188,722	1,520,824	-	-	-	-	-	-
Amortization	-	-	-	1,047,392	1,175,956	1,150,150	-	-	-
Equipment	168,200	206,789	193,235	-	-	-	-	-	-
Facilities	490,288	563,066	563,555	-	-	-	-	-	-
Information Technology	160,058	98,178	139,500	-	-	-	-	-	-
Operating (Schedule 3)	1,296,889	1,582,636	1,720,850	-	-	-	10,000	-	-
Personal services	5,530,103	6,243,642	6,572,171	-	-	-	-	-	-
Scholarships	-	-	-	-	-	-	155,000	188,500	175,000
Total expenses	8,820,220	9,883,033	10,710,135	1,047,392	1,175,956	1,150,150	165,000	188,500	175,000
Excess (Deficiency) of revenues over expenses	$ 109,414	$ 410,266	$ (484,490)	$ (834,992)	$ (978,827)	$ (1,150,150)	$ (15,000)	$ (23,500)	$ (25,000)

Statement 2

Total Budget 2011	Total Revised YE Estimate	Total Budget 2012
$ 6,989,449	$ 7,961,818	$ 7,529,422
-	134,593	-
2,302,585	2,559,018	2,846,223
9,292,034	10,655,429	10,375,645
1,174,682	1,188,722	1,520,824
1,047,392	1,175,956	1,150,150
168,200	206,789	193,235
490,288	563,066	563,555
160,058	98,178	139,500
1,306,889	1,582,636	1,720,850
5,530,103	6,243,642	6,572,171
155,000	188,500	175,000
10,032,612	11,247,489	12,035,285
$ (740,578)	$ (592,060)	$ (1,659,640)

	2012								2012 Projected	2011 Projected
	Capital			Scholarship Fund		Operating				
	Invested in capital assets	Externally Restricted	Internally Restricted	Externally Restricted	Internally Restricted	Invested in Prepaid Lease	Restricted Internally	Unrestricted	Total	Total
assets, beginning of year	$ 16,469,289	$ 161,729	$ -	$ -	$ 116,201	$ 76,500	$ 666,681	$ 646,215	**$ 18,136,615**	$ 18,742,176
Excess (Deficiency) of revenue over expenses	(1,150,150)				(25,000)			(484,490)	**(1,559,640)**	(592,061)
									-	-
Interfund transfers:										
Invested in capital assets	420,200	(161,729)					(131,671)	131,681		
Annual lease expense						(13,500)	(258,471)			
Internally imposed restrictions									**(13,500)**	(13,500)
assets, end of year	**$ 15,739,339**	**$ -**	**$ -**	**$ -**	**$ 91,201**	**$ 63,000**	**$ 276,539**	**$ 293,406**	**$ 16,463,475**	$ 18,136,615

	Beginning Balance	To Restricted	From Restricted	Ending Balance
Externally Restricted - Capital				
Building	161,729	-	161,729	-
	161,729	-	161,729	-
Externally Restricted - Scholarships	116,201	-	25,000	91,201
Internally Restricted - Operating				
Prepaid Operating Lease	76,500	-	13,500	63,000
Wind Turbine Equipment	185,000	-	50,000	135,000
Succession Planning	25,000	-	-	25,000
Building Maintenance	100,000	-	73,471	26,529
Vehicle Replacement	75,000	-	-	75,000
Campus upgrades	150,000	-	135,000	15,000
Program Development	131,681	-	131,681	-
	743,181	-	403,652	339,529
Total Restricted	$ 1,021,111	$ -	$ 590,381	$ 430,730
Total Unrestricted	$ 646,215	$ 131,681	$ 484,490	$ 293,406

Statement 3

Great Plains College
PROJECTED Statement of Cash Flows
for the year ended June 30, 2012

	Actual 2010	Revised 2011	**Projected 2012**
Cash flows from operating activities			
Excess of revenues over expenses	301,552	$ (592,060)	$ (1,659,640)
Amortization of capital assets	651,692	1,175,956	1,150,150
Non-cash lease expense	13,500	13,500	13,500
	966,744	597,396	(495,990)
Changes in non-cash working capital			
Decrease (Increase) in accounts receivable	51,521	459,957	-
Decrease (Increase) in inventories	(21,274)	(3,261)	-
Decrease (Increase) in prepaid expenses	(41,105)	23,513	-
Increase (Decrease) in accrued salaries and benefits	56,425	100,493	-
Increase (Decrease) in accounts payable and accrued liabilities	1,572,146	(1,234,488)	(250,000)
Increase (Decrease) in accrued interest payable	-	-	-
Increase (Decrease) in unearned revenue	335,084	110,984	(391,599)
Increase (Decrease) in current portion of long-term debt	-	-	-
Cash provided from (used in) operating activities	2,919,540	54,594	(1,137,589)
Cash flows from investing activities			
Initial lease payment	-	-	-
Less: Current portion of prepaid lease	-	(13,500)	(13,500)
Purchase of capital assets	(5,121,114)	(9,240,514)	(420,200)
Cash used in investing activities	(5,121,114)	(9,254,014)	**(433,700)**
Cash flows from financing activities			
Proceeds from long-term borrowings	-	-	-
Repayment of long-term debt	-	-	-
Cash used in financing activities	-	-	-
Net decrease in cash and temporary investments	(2,201,574)	(9,199,420)	(1,571,289)
Cash and temporary investments, beginning of year	14,326,919	12,125,345	**2,925,925**
Cash and temporary investments, end of year	$12,125,345	$ 2,925,925	$ 1,354,636

Schedule 1

Great Plains College
PROJECTED Schedule of Operating Fund Revenues by Function
for the year ended June 30, 2012

	Projected 2012								2012	2011	2011
	General	Skills Training		Basic Education		University	Services		Projected	Budget	Estimated
		Credit	Non-credit	Credit	Non-credit	Credit	Learner Support	Counsel	Total	Total	Total
Provincial Government											
Advanced Education,Employment&Labour											
Administrative support	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operating grant	4,732,500	-	-	-	-	-	-	-	**4,732,500**	4,516,057	4,516,057
Program payments	55,000	1,702,643	-	546,434	118,100	-	55,489	-	**2,477,666**	2,120,296	2,523,467
Contracts	-	-	-	-	-	-	-	-	**-**	-	-
Other	-	-	-	-	2,995	-	100,000	-	**102,995**	33,380	550,536
	4,787,500	1,702,643	-	546,434	121,095	-	155,489	-	**7,313,161**	6,669,733	7,590,060
Other Provincial	5,625	26,874	-	98,406	35,356	-	-	-	**166,261**	107,316	165,629
	4,793,125	1,729,517	-	644,840	156,451	-	155,489	-	**7,479,422**	6,777,049	7,755,689
Federal Government											
Admin support	-	-	-	-	-	-	-	-	**-**	-	-
Projects	-	-	-	-	-	-	-	-	**-**	-	-
Contracts	-	-	-	-	-	-	-	-	**-**	-	134,593
	-	-	-	-	-	-	-	-	**-**	-	134,593
Other Revenue											
Admin support	-	-	-	-	-	-	-	-	**-**	-	-
Contracts	15,000	116,620	22,150	144,000	-	-	-	-	**297,770**	210,205	305,800
Interest	10,000	-	-	-	-	-	-	-	**10,000**	10,000	10,000
Rents	42,015	-	-	-	-	-	-	-	**42,015**	22,476	38,326
Resale Items	9,000	-	-	-	-	-	-	-	**9,000**	1,500	4,500
Tuitions	-	1,908,740	34,573	-	-	192,000	-	-	**2,135,313**	1,776,708	1,819,560
Other	178,425	36,320	1,000	-	-	-	36,380	-	**252,125**	131,696	224,832
	254,440	2,061,680	57,723	144,000	-	192,000	36,380	-	**2,746,223**	2,152,585	2,403,018
Total revenue	5,047,565	3,791,197	57,723	788,840	156,451	192,000	191,869	-	**10,725,645**	8,929,634	10,293,300
Total operating expenses (Schedule 2)	6,336,966	2,958,677	28,167	642,447	119,130	174,563	211,942	238,243	**10,710,135**	8,820,220	9,883,033
Excess (deficiency) of revenues over expenses	#########	$ 832,520	$ 29,556	$ 146,393	$ 37,321	$ 17,437	$ (20,073)	$ (238,243)	**$ (484,490)**	$ 109,414	$ 410,266

Schedule 2

Great Plains College
PROJECTED Schedule of Operating Fund Expenses by Function
for the year ended June 30, 2012

	Projected 2012								2012	2011	2011
	General	Skills Training		Basic Education		University	Services		Projected	Budget	Estimated
		Credit	Non-credit	Credit	Non-credit	Credit	Learner Support	Counsel	Total	Total	Total
Agency Contracts	$ 30,000	$ 1,328,999	$ 11,153	$ 2,480	$ 26,462	$ 117,746	$ 3,984	$ -	**$ 1,520,824**	$ 1,174,682	$ 1,188,722
Equipment	163,850	27,535	150	1,200	-	500	-	-	**193,235**	168,200	206,789
Facilities	538,395	23,250	960	-	-	950	-	-	**563,555**	490,288	563,066
Information Technology	135,900	100	-	100	-	-	1,200	2,200	**139,500**	160,058	98,178
Operating (Schedule 3)	1,398,459	212,532	1,605	35,850	26,968	30,232	5,504	9,700	**1,720,850**	1,296,889	1,582,636
Personal services	4,070,362	1,366,261	14,299	602,817	65,700	25,135	201,254	226,343	**6,572,171**	5,530,103	6,243,642
	$ 6,336,966	$ 2,958,677	$ 28,167	$ 642,447	$ 119,130	$ 174,563	$ 211,942	$ 238,243	**$ 10,710,135**	$ 8,820,220	$ 9,883,033
			$ 2,986,844		$ 761,577			$ 450,185			

Schedule 3

Great Plains College
PROJECTED Schedule of Operating Fund Expenses
for the year ended June 30, 2012

	2012 Projected Total	2011 Budget Total	2011 Estimated Total
Advertising	**$ 247,900**	$ 237,993	$ 259,923
Association Fees & Dues	**104,900**	63,075	70,806
Bad Debts	**7,500**	1,000	7,500
Financial Services	**22,800**	20,000	22,800
In-Service	**217,665**	130,315	160,044
Insurance	**85,000**	73,000	87,306
Materials & Supplies	**372,814**	274,618	362,397
Postage, Freight, Courier	**68,785**	53,495	60,537
Printing & Copying	**40,732**	47,035	44,192
Professional Services	**223,500**	154,200	192,300
Subscriptions	**7,185**	4,030	7,128
Telephone/Fax	**124,660**	70,160	97,811
Travel	**196,409**	161,853	207,892
Other	**1,000**	6,115	2,000
	$1,720,850	$1,296,889	$1,582,636

Schedule 4

Great Plains Colleges
Projected Schedule of Advanced Education, Employment and Labour
for the year ended June 2012

	Projected 2011-12	Estimated 2010-11	Change	Notes
Advanced Education, Employment & Labour				
Administrative support	$ -	$ -	$ -	
Operating grant	4,732,500	4,516,057	(216,443)	Change in provincial funding
Program payments	2,477,666	2,523,467	45,801	Deferred revenue from 2009-2010
Contracts	-	-	-	
Other	102,995	452,141	(349,146)	Funding for projects and programs not known at time of 2011-12 preparation: WESS, Older Worker Program, Provincial Immigration. Historically funding received throughout the year
	$ 7,313,161	$ 7,491,665	$ (519,788)	

Schedule 5

Great Plains College
Projected Capital Schedule
For the year ended June 30, 2012

	2011 Net Book Value	2012 Purchases	2012 Disposals	2012 Amortization	2012 Accumulated Depreciation	2012 Net Book Value
Land	$ 168,550	$ -	$ -	$ -	$ -	$ 168,550
Land Improvements	$ -	-	-		29,756	-
Buildings	$ 14,937,715	105,000	-	688,585	2,694,760	14,354,130
Leasehold Improvement	$ 213,896	-	-	130,146	668,113	83,750
Vehicles	$ -	-	-	-	-	-
Machinery and Equipment	$ 131,995	75,000	-	49,156	295,998	157,839
Computer Hardware	$ 129,651	140,200	-	112,570	852,345	157,281
Equipment	$ 179,707	-	-	28,544	215,396	151,163
Office Furniture	$ 274,731	25,000	-	27,052	290,074	272,679
System Development	$ 141,203	75,000	-	20,000	90,335	196,203
Paving Lot	$ 291,841	-	-	94,097	188,194	197,744
TOTAL	$ 16,469,289	$ 420,200	$ -	$ 1,150,150	$ 5,324,971	$ 15,739,339

APPENDIX B

Definitions:

Great Plains College Campus: Any location that houses multiple post-secondary programs, industry training and offers a full array of services including student supports, computer laboratory, and extracurricular opportunities. For 2011-2012 we have three full service campuses: Kindersley, Swift Current and Warman

Great Plains College Program Centre: Any location that houses a minimum of one full time post-secondary program. These locations are fluid depending on program demand.

Great Plains College Training Centre: Any location that does not house a full time post-secondary program and primarily focuses on industry credit training through short term programming. These locations are fluid depending on industry training demand.

APPENDIX C

Saskatchewan
Ministry of
Advanced Education,
Employment and
Immigration

Program Innovation Branch
12th Floor, 1945 Hamilton St.
Regina, SK S4P 2C8

Adult Basic Education
Program Management Form 2011 - 2012

Great Plains College — Post-Secondary Delivery Institution

4/28/2011 — Date (yyy/mm/dd)

Program Name	Location	Start Date	End Date	Program Seat Capacity	Program Course Days	Total # of Days Learners in Attendance	Total Program Cost Funded By AEEI	Cost per Training Day
(e.g. Level 3)	(e.g. Yorkton)	(e.g. Sept 8/09)	(e.g. May 5/10)	(e.g. 20)	(e.g. 150)	(e.g. 3000)	(include all direct program costs)	(divide total cost by total # of learner days)
ABE Level 3	Biggar	Sept 12/11	May 16/12	15	120	1800	$113,509.00	$63.06
ABE Level 4	Biggar	Sept 12/11	May 16/12			0		-
Academic GED	Biggar	Sept 12/11	May 16/12			0		-
ABE Level 3	Kindersley	Sept 12/11	May 10/12	15	120	1800	$79,683.00	$44.27
ABE Level 4	Kindersley	Sept 12/11	May 10/12			0		-
Academic GED	Kindersley	Sept 12/11	May 10/12			0		-
ABE Level 3	Warman	Sept 13/11	May 27/12	15	120	1800	$93,392.00	$51.88
ABE Level 4	Warman	Sept 13/11	May 27/12			0		-
Academic GED	Warman	Sept 13/11	May 27/12			0		-
ABE Level 3	Gravelbourg	Oct 3/11	May 28/12	15	100	1500	$111,286.00	$74.19
ABE Level 4	Gravelbourg	Oct 3/11	May 28/12			0		-
Academic GED	Gravelbourg	Oct 3/11	May 28/12			0		-
ABE Level 1 & 2	Gravelbourg	Oct 3/11	May 28/12			0		-
ABE Level 3	Maple Creek	Sept 13/11	June 8/12	15	137	2055	$104,246.00	$50.73
ABE Level 4	Maple Creek	Sept 13/11	June 8/12			0		-
Academic GED	Maple Creek	Sept 13/11	June 8/12			0		-
ABE Level 3	Swift Current	Sept 1/11	June 24/12	45	200	9000	$390,786.00	$43.42
ABE Level 4	Swift Current	Sept 1/11	June 24/12			0		-
Academic GED	Swift Current	Sept 1/11	June 24/12			0		-
ABE Level 1 & 2	Swift Current	Sept 1/11	June 24/12					
ABE Level 3	Nekaneet First Nations	Sept 9/11	June 12/12	15	120	1800	$147,836.00	$82.13
ABE Level 4	Nekaneet First Nations	Sept 9/11	June 12/12			0		-
Academic GED	Nekaneet First Nations	Sept 9/11	June 12/12			0		-
ABE Level 1 & 2	Whitecap First Nations	TBD	TBD	15	TBD	0	$150,000.00	-
ABE Level 3	Whitecap First Nations	TBD	TBD					
Academic GED	Whitecap First Nations	TBD	TBD					
TOTAL				150	917	19,755	**$1,190,738.00**	-

Saskatchewan
Ministry of
Advanced Education,
Employment and
Immigration

Program Innovation Branch
12th Floor, 1945 Hamilton St.
Regina, SK S4P 2C8

Skills Training - Program Management Form 2011 - 2012

Great Plains College — Post Secondary Delivery Institution

4/28/2011 — Date (yyy/mm/dd)

Program Name	Location	Start Date	End Date	Days	Course Capacity	Projected Funding Sources	Total Course Cost	Brief Rationale for Program
Business Certificate	Swift Current	Aug 30/11	Apr 27/12	165	24	GTA, Tuition Fees	129,654	Regional employment demand for graduates as well as program has many laddering options that are popular with students to specialize further in business
Business Certificate	Warman	Aug 29/11	Apr 27/12	130	24	GTA, Tuition Fees	114,097	Regional employment demand for graduates as well as program has many laddering options that are popular with students to specialize further in business
Carpentry	Outlook	Oct 4/11	Jun 6/12	150	12	GTA, Tuition Fees	145,844	Program has positive reputation that has led to strong student demand and vast employment opportunities for graduates of the program
Educational Assistant/Youth Care Worker	Warman	Aug 29/11	Apr 20/12	155	48	GTA, Tuition Fees	190,259	Program has had strong student demand. Due to weakening job prospects, commitment to review ongoing offerings of the program in 2011-2012 by GPC
Electrician	Biggar	Oct 17/11	Mar 29/12	190	16	GTA, Tuition Fees	112,383	Regional employment demand for graduates, strong and student demand has been positive
Electrician	Swift Current	Feb 13/12	Jun 29/12	100	14	GTA, Tuition Fees	112,853	Regional employment demand for graduates, strong and student demand has been positive
Heavy Equipment Operator	Kindersley	Aug 31/11	Sept 30/11	33	12	GTA, Tuition Fees	158,105	Huge industry and student demand on a regional level with strong support for financial assistance to students from many employers, particularly Rural municipalities
Heavy Equipment Operator	Maple Creek	Jun 27/11	Jul 29/12	33	16	GTA, Tuition Fees	106,158	Huge industry and student demand on a regional level with strong support for financial assistance to students from many employers, particularly Rural municipalities
Office Administration	Kindersley	Sept 12/11	May 31/12	160	15	GTA, Tuition Fees	124,063	Strong local student demand and many employers requiring before hiring
Office Administration	Swift Current	Aug 30/11	May 31/12	171	20	GTA, Tuition Fees	149,652	Strong local student demand and many employers requiring before hiring
Part Time Programming	Various	Aug 29/11	Jun 30/12	180	64	GTA, Tuition Fees	44,786	Offerings are only made based on student demand
Power Engineering 3	Swift Current	Aug 3/11	Jan 13/13	94	15	GTA, Tuition Fees	107,322	Higher class required for many provincial employers, and therefore strong student demand
Power Engineering 4	Kindersley	Sept 12/11	May 18/12	96	12	GTA, Tuition Fees	138,840	Aging workforce in this sector, and opportunity for high income has led to student demand provincially increasing
Power Engineering 4	Swift Current	Aug 29/11	May 18/12	140	15	GTA, Tuition Fees	178,566	Aging workforce in this sector, and opportunity for high income has led to student demand provincially increasing
Practical Nursing	Biggar	Sept 6/11	Jun 22/12	165	14	GTA, Tuition Fees	214,310	Sector requires thousands of graduates in upcoming decade and therefore regular offering of programs imperative
Practical Nursing	Swift Current	Oct 3/11	Apr 13/12	165	14	GTA, Tuition Fees	178,227	Sector requires thousands of graduates in upcoming decade and therefore regular offering of programs imperative
Practical Nursing	Swift Current	Oct 3/11	Apr 13/12	165	14	GTA, Tuition Fees	173,614	Sector requires thousands of graduates in upcoming decade and therefore regular offering of programs imperative
Primary Care Paramedic	Assiniboia	Sept 30/11	Sept 23/12	79	14	GTA, Tuition Fees	183,752	Strong demand from health regions, municipalities led to this additional offering in 2011-2012
Welding	Assiniboia	Oct 11/11	Jun 25/12	170	12	GTA, Tuition Fees	197,914	Strong local student and employer demand
Welding	Swift Current	Aug 29/11	May 4/12	170	12	GTA, Tuition Fees	173,057	Strong local student and employer demand
Wind Turbine Technician	Swift Current	Aug 29/11	Jun 15/13	196	16	GTA, Tuition Fees	191,565	Alternative energy agenda driving by SaskPower who indicates 8% of energy will be through wind in the future. No local training available and thus, student demand stirring with employment prospects expected to continue to increase

great plains college

LOCATIONS

BIGGAR
PROGRAM CENTRE
Box 700
701 Dominion Street
Biggar, SK S0K 0M0
Phone: (306) 948.3363
Fax: (306) 948.2094

GRAVELBOURG
PROGRAM CENTRE
Box 652
7 Arthabasca Street
Gravelbourg, SK S0H 1X0
Phone: (306) 648.3244
Fax: (306) 648.2983

KINDERSLEY
CAMPUS
Box 488
514 Main Street
Kindersley, SK S0L 1S0
Phone: (306) 463.6431
Fax: (306) 463.1161

MAPLE CREEK
PROGRAM CENTRE
Box 1738
20 Pacific Avenue
Maple Creek, SK S0N 1N0
Phone: (306) 662.3829
Fax: (306) 662.3849

NEKANEET
PROGRAM CENTRE
Box 5000
129 2nd Avenue N.E.
Swift Current, SK S9H 4G3
Phone: (306) 773.1531
Fax: (306) 773.2384

OUTLOOK
PROGRAM CENTRE
Box 1237
104 Saskatchewan Avenue
Outlook, SK S0L 2N0
Phone: (306) 867.8857
Fax: (306) 867.8722

ROSETOWN
PROGRAM CENTRE
Box 610
1005 Main Street
Rosetown, SK S0L 2V0
Phone: (306) 882.4236
Fax: (306) 882.2262

SWIFT CURRENT
CAMPUS
Box 5000
129 2nd Avenue N.E.
Swift Current, SK S9H 4G3
Phone: (306) 773.1531
Fax: (306) 773.2384

WARMAN
CAMPUS
Box 1001
201 Central Street
Warman, SK S0K 4S0
Phone: (306) 242.5377
Fax: (306) 242.8662

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2011
2012